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(accompanying memorandum dated October 31, 1942 from Director of Strategic Services to Joint U. S. Chiefs of Staff. Subject: Proposed new Directives of the Joint U. S. Chiefs of Staff to the Office of Strategic Services)

TAB "A"

ESTIMATE OF THE ORGANIZATION, PRESENT AND REQUIRED,
OF PSYCHOLOGICAL WARFARE

1. Incentive. The conduct of psychological warfare has been thrown into confusion through a lack of coordination and collaboration among the governmental agencies concerned and which could be remedied through centralization in a single operative unit.

2. Objective. To formulate an efficient and practicable plan for the organization and operation of psychological warfare by the United States.

3. Definition. Psychological warfare is the coordination and use of all means, including moral and physical, by which the end is to be attained -- other than those of recognized military operations, but including the psychological exploitation of the result of those recognized military actions, -- which tend to destroy the will of the enemy to achieve victory and to damage his political or economic capacity to do so; which tend to deprive the enemy of the support, assistance or sympathy of his allies or associates or of neutrals, or to prevent his acquisition of such support, assistance or sympathy; or which tend to create, maintain, or increase the will to victory of our own people and allies and to acquire, maintain, or increase the support, assistance and sympathy of neutrals.

The accomplishment of these ends demands and includes:

(a) general propaganda services, operating primarily against civilian groups and using mainly ideological appeals and news manipulation;

(b) operations -

(1) subversive services engaged in sabotage, rumor-spreading, bribery, etc.

(2) combat psychological warfare services directly attached to the armed forces, which act under the theater commander and are exemplified by the German Propaganda Companies.

(c) intelligence services engaged in accumulating "information by research and espionage on fundamental social, ideological and leadership vulnerabilities of enemy populations and on the current attitudes and morale of civilian and military groups, in addition to the usual military, naval, political, and economic information."

THE PRESENT SITUATION

4. J.P.W.C. The Joint Chiefs of Staff, awake to the intimate relationship in modern warfare between force as exerted in combat and the pressure exerted by the phases of psychological warfare, established the Joint Psychological Warfare Committee (J.C.S. Directive 68) under the Chairmanship of the Director of Strategic Services with purely military and naval membership.

5. An Advisory Committee provides for liaison with the Department of State, Board of Economic Warfare, Coordinator of Inter-American Affairs, and Office of War Information. A Working Committee of J.P.W.C. was established. In practice, the Planning Group of the Office of Strategic Services has become the principal source of psychological warfare estimates, analyses and plans.

6. The J.P.W.C. was later (August 15, 1942) given supervisory jurisdiction over the Office of Strategic Services, but has been encumbered with administrative details of that organization, until both the planning and execution of psychological warfare and the operations of the Office of Strategic Services have been hindered. The Office of Strategic Services has been hampered through the necessity of its papers and proposals being passed upon by two or more committees.

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